Review of 2011 Activities and Products
Country-to-Country Guide for LLIN Keep-Up
Lessons in Brief: Malawi (2)
Lessons in Brief: Kenya (2)

Slides prepared by John Justino, Kate Kolaczinski, and Mary Kante
Context

- Campaigns/Catch-Up have scaled up LLIN possession and use in many countries
- Studies show rapid declines, without support to maintain LLIN coverage
- ITN distribution via routine services has been on-going for 15+ years
- Wide variance in scale and quality of implementation
- 2011 products designed to showcase successes and highlight lessons learned; share experiences among countries
Terms of Reference

Guidelines

• Develop practical guidelines that can be used by countries to start, strengthen, or scale up continuous delivery of LLINs (or vouchers) specifically through ANC and EPI
  o Collect and inventory documents, tools and resources
  o Develop a discussion guide and contact NMCP and malaria partner focal points in priority countries and conduct interviews

• Ensure coordination and harmonization with other work stream products
PROCESS
Guidelines

• Undertook literature search among RBM colleagues
• Identified priority countries (Excel matrix) and key contacts
• Developed discussion guide and built relations with country focal points (36 key informants provided information and/or reviews)
• Conducted interviews and gathered tools, documents from more than 14 countries, including 3-day in-country mission in DRC
• Referenced Kenya, Malawi, and Tanzania case study information available
• Review and feedback:
  o Discussion guide shared via VCWG CD work stream
  o Interview notes shared with key informants
  o Drafts of guidelines shared via RBM with participating NMCPs
  o Drafts of guidelines shared via VCWG CD work stream
Results
Country-to-Country Guidelines

• Operational guide for decision-makers encompassing development of norms and standards, coordination mechanisms, training, logistics, communication, supervision, and M&E

• Shares the collective experience of more than fourteen countries – numerous practical country examples

• Provides fifty-nine references and tools, which are referenced and included in an easily searched matrix

• References and tools will be linked to the Excel matrix and accessible to via the RBM VCWG website
Results
Country-to-Country Guidelines

Country experience/issues:

• Staff burden
• Supporting systems versus ‘sustainability’
• Ensuring continuous supply
• HMIS versus ‘parallel’ systems
• Supervision, NMCP role
Terms of Reference
Case Studies

- Document selected country case studies to showcase the range of strategies used to deliver LLINs continuously
- Contact / interview government official and partner organizations, including private sector entities, involved in continuous LLIN delivery
- Highlight the unique lessons learned and keys to long-term success with continuous distribution
- Ensure coordination and harmonization with other work stream products
Process
Malawi Case Study

- Five-day field visit to Lilongwe and Blantyre (May 2011)
- Met with over 20 key stakeholders - past and present
- Conducted phone interviews with additional key stakeholders no longer based in Malawi
- Attended final day of annual malaria partners planning meeting
- Visited participating government clinics and main PSI/Malawi warehouse
Process
Kenya Case Study

- Study tour to Kenya was planned for Ghana and Nigeria programmes and partners; Consultant joined this as an opportunity to gather information.
  Meetings with:
  - Donors (DFID, PMI)
  - Division of Malaria Control (DoMC)
  - PSI/Kenya (country office and field personnel)
  - MoH district teams
  - Implementing personnel
  - Beneficiaries.
- Field visit to distribution sites for ANC/EPI and sales outlets.
- Drafts reviewed and commented on by:
  - Within Kenya: DoMC, PSI/Kenya, donors
  - External: CDWS members
Format
Lessons in Brief

Why the “Lessons in Brief” concept?

Stakeholders interviewed were asked two questions:

• “What qualities make case studies interesting and help motivate a person to read them?”

• “What is the optimal length of a case study that maximizes the chances that it will be read and not put aside?”

Responses to the first question were: (a) the relevance of the topic to the reader, (b) the use of engaging graphs, charts and tables to succinctly summarize information and draw conclusions, and (c) the title and document formatting.

Eighty percent (80%) of those interviewed said that if more than 4 or 5 pages, they are likely to set it aside to read later, and that in most cases they will never get around to reading it.
Results
Lessons in Brief: Malawi

Brief 1: Malawi’s Keys to Success: Accountable Partnership

Nearly each and every person interviewed cited:

- broad partnership…

- supported by strong Ministry leadership…

- focused on one national strategy with a priority on nets for vector control…

- governed by national ITN/LLIN guidelines which clearly define the roles and responsibilities of all key partners (so that they can hold each other accountable)
Results
Lessons in Brief 1: *Malawi’s Keys to Success: Accountable Partnership*

- Success with Global Fund proposals
- Effective coordination among partners (able to fill in gaps as needed)
- Decision space for partners to take action
- Availability of nets (of one type or another) at all times
- Increased options of net shapes and sizes
- Diverse communication on and promotion of nets
- Creation of a culture of and sustained demand for nets

Many Partners - One National Scale Strategy
Clear National LLIN / ITN Guidelines
Encouraging Multiple Distribution Channels
Different Net Shapes and Colors in Different Channels

Accountable Partnership

Broad Partnership
Priority on Nets for Vector Control
Strong National Leadership & Clear Guidelines
Results
Lessons in Brief: Malawi

Brief 2: Malawi’s Keys to Success: Logistics, Logistics, Logistics

The majority of the stakeholders commented on the fact that:

- Malawi is “small enough to get your arms around” logistically

- Malawi benefits from having partners with strong logistics and stock management capabilities

- Early lessons from social marketing and/or the piloting of different distribution models for two years helped leaders make smart choices on how to best manage logistics at national scale
Results
Lessons in Brief 2: *Malawi’s Keys to Success: Logistics, Logistics, Logistics*

- Flexible network of warehouses with ample space
- Planning and quantification of net needs and handling requirements at clinics
- Nimble and responsive distribution fleet
- Demand driven re-supply mechanisms
- Engagement and training of personnel distributing nets
- Effective internal control measures
Results
Lessons in Brief: Kenya

• Kenya model is impressive in its:
  o Supply chain management achievements
  o DoMC: Strong leadership partnered with open collaborative approach
  o Inclusion as part of MoH standard ANC/EPI package
  o Success in continuing to secure support from donors for a fairly expensive model
  o Contribution to maintenance of coverage

• Lessons in Brief series designed as documents to share successful models and components
  o ‘Looking to the future’ section allowed mention of the weaknesses / areas that could be explored further

• Selected focus areas for two lessons in brief documents:
  o The big picture: to show the fundamentals that interlink to make the system function smoothly
  o Supply and supervision: additional information on the successful supply chain model
Lessons in Brief: Kenya

Dr. Elizabeth Juma, head of the Division of Malaria Control (DoMC) doesn’t give much thought to continuous distribution of LLINs these days. She simply knows that the nets are where they are supposed to be, when they are supposed to be. She knows that every pregnant woman, or child under one year, in a malarious part of the country can take home a free LLIN from a health facility, every time, without fail. She knows that families in rural areas who need more LLINs can buy them locally at an affordable cost, about the price of a plastic basin. She knows that she has a distribution machine that works.

Getting to this stage has been a 10-year process of hard work and lesson learning. But they got there. Now Dr. Juma doesn’t need to waste energy thinking about continuous LLIN distribution. She is free to focus on building up and strengthening other important areas to drive down the malaria problem in Kenya, in the knowledge that - when it comes to nets, they’ve got it covered.

The Kenyan MoH are convinced of the effectiveness of LLINs and use them as their primary malaria control intervention, aiming for Universal Coverage with LLINs in malarious areas. The DoMC has a clear vision and plan as to how to achieve this Continuous distribution systems are a crucial complement to their free and efficient continuous distribution model.

LESSONS IN BRIEF
Continuous LLIN Distribution

Making it Work: the big picture

The Kenya Model: Key Information

• A carefully designed continuous distribution model that includes multiple mechanisms.
  o Free LLIN distribution through ANC and EPI in health facilities in all malarious provinces in the country
  o Socially marketed LLINs available at ~$0.55 in rural (more than 7km from an urban area) malarious areas.
  o These interventions have been in place since 2001 with modifications made over the years in response to findings from solid partner-led monitoring and evaluation activities. A large part of the success is due to this 10 year period of development and learning.
  o DoMC works in partnership with the NGO and private sector partners.
    o DoMC—serves as the policy decision-making, leadership and oversight of the system itself and of their main NGO partner, PSI/Kenya.
    o PSI/Kenya works with the commercial sector to run a dedicated LLIN distribution system.
    o PSI/Kenya works closely with the district health teams (DHT) on day-to-day management.
• All donors or partners support the primary of “one strategic plan, one monitoring evaluation plan and one implementation plan”.
• Intensive supervision means data return is good, stock levels are checked and, the DHT supervision is complemented by PSI/Kenya supervision activities linked to their distribution programme.

LESSONS IN BRIEF
Continuous LLIN Distribution

Making it Work: Integrated Supply & Supervision

The Division of Malaria Control and PSI/Kenya run a LLIN distribution programme through health facilities without almost no stock outs. This is a rare and major achievement. This document gives an overview of the model used to achieve this, which combines carefully thought-out supply chain coupled with intense supervision and data collection. The integration of supply and supervision maximizes the productivity of the extensive dedicated field staff increasing their cost-effectiveness.

REASONS FOR SUCCESS
• A clear forecasting, procurement and supply management process (see graphic) which is adhered to and reported on to the Vector Control Technical Working Group (VCTWG).
• A strong partnership between the government (DoMC, MoH and other bodies), donors, commercial service provider a an main NGO partner (PSI/Kenya), with all partners playing important roles in the PSM cycle (see graphic below).
• Forecasting is based on locally reported need into account and includes generous buffer stocks.
• Good data management and data collection through dedicated channels in addition to the HMIS channels.
• A dedicated fleet of trucks on the road throughout the year.
• A dedicated supervisory team.
• Demonstrated results that lead to repeat donor funding.

The PSM system and partners involved

This graphic here shows the process which is followed in Kenya through from forecasting or numbers to distribution to clients and evaluation. At each stage the different partners involved are shown.

The NGO partner which the DoMC in Kenya works with is PSI/Kenya and they in turn work closely with commercial transport companies and the DoMC.

Demonstrated results that lead to repeat donor funding.

The Kenya Model: Key Achievements

• ITN ownership increased nationwide from 22% in 2003 (DHS, 2003) to 44% in 2005 (PSI/Kenya). By 2008, after the initiation of free mass distributions in 2006, this had risen to 56% (DHS, 2008).
• A high turn over system: ~17 million LLINs delivered between 2001 and 2010 through continuous channels alone.
• Almost no stock outs of LLINs in health facilities.
• Secured funding for the country backed strategy for over 10 years is attracting additional donors to the chosen strategy.

The Kenya Model: Keys to Success No. 1

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Challenges and Lessons Learned

• Face-to-face meetings are essential for getting requested documents and information as well as MoH buy-in and approval of end products

• Building on existing relationships key to gathering information

• Despite “personalized approach” getting MoH approval on the drafts was a lengthy process (but worth it)

• Producing ‘honest’ documents was a challenge during design phase
  • The Kenya model has impressive components but can be presented as only “rosy and perfect.” The inclusion of ‘looking to the future’ was how we tried to include recognition of areas of weakness (most of which DoMC were already aware of and all of which were discussed in country and in the trip report).
  • Negative examples were ‘anonymized’ in the Country-to-Country Guide
Production

- Outputs shared via CD work stream
- Each document references the others and will provide links
- A four-page format with similar use of color, country flags used for the Lessons in Brief
- Foreword from RBM VCWG CD work stream co-chairs for the guide
- Excel file of 59 reference documents compiled and documents uploaded to Drop Box
- Editing and layout in progress
## Dissemination (1)

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<th>Product</th>
<th>Target Audience</th>
<th>Channels</th>
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<td>Guidelines</td>
<td>✓ NMCP managers&lt;br&gt;✓ GF proposal writers&lt;br&gt;✓ Planners&lt;br&gt;✓ NGOs&lt;br&gt;✓ PMI teams, USAID missions&lt;br&gt;✓ WHO NPRs</td>
<td>✓ SRN presentations&lt;br&gt;✓ Executive summary&lt;br&gt;email, print, web&lt;br&gt;✓ Web documents in&lt;br&gt;RBM, VCWG,&lt;br&gt;NetWorks, MC, Swiss TPH, PSI, LSHTM, IFRC&lt;br&gt;✓ Distance Training module</td>
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## Dissemination (2)

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<td>✓ Country stakeholder presentations</td>
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Next Steps

• Disseminate ‘products,’ which are designed to generate interest in expanding, improving continuous LLIN delivery programs

• Explore options to leverage ‘products’ to provide support to countries implementing new, expanded, improved programs:
  • Establish a forum to share questions, learning among countries?
  • Explore avenues for providing technical assistance?
  • Develop further opportunities for country-to-country assistance?
Thank You